



Communities That Care

# Community Planning Training

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Drafting a  
Community  
Action Plan

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Participant's Guide

Module 7

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Module 7

Communities That Care

# Drafting a Community Action Plan

Explain the Purpose

Identify Potential Audiences

Format and Organize

Distribute to Target Audiences

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# Notes



Phase Four:  
Creating a Community Action Plan

Communities That Care

Community Planning Training Day Two: Program Planning

**Module 5** Understanding Program-Level Evaluation

Milestone: Develop an evaluation plan

**Module 6** Identifying Systems-Change Strategies

Milestone: Develop implementation plans for each program, policy or practice selected

**Module 7** Drafting a Community Action Plan

Milestone: Develop a written Community Action Plan

**Module 8** Next Steps

Milestone: The community is ready to move to Phase Five: Implementing and Evaluating the Community Action Plan

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WE ARE  
HERE.

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# Notes



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## Module 7 goal

To prepare participants to develop and distribute a Community Action Plan.

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# Notes

## Objectives

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Participants will be able to:

1. Explain the purposes of the Community Action Plan.
2. Identify potential audiences and uses of the plan.
3. Format and organize the plan.
4. Distribute the plan to target audiences.



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# Notes



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# Notes



## What is the Community Action Plan?

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It is a comprehensive report that will:

- summarize the results of the Community Assessment Report and the Resources Assessment Report
- present outcomes and selected programs
- describe preliminary implementation and evaluation plans.



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# Notes



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#### Steps to completing the Community Action Plan



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1. Identify target audiences and uses.
2. Determine content and format.
3. Determine who will write the plan.
4. Submit draft for Key Leader approval.
5. Distribute to stakeholders.

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# Notes

## Potential audiences and uses

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- To gain approval and support of Key Leaders and Community Board Members
- To engage leaders and members of priority areas and populations
- To raise the general public's awareness of community strengths and challenges
- To show agencies in your community where they fit in the process
- To help the implementation of programs, policies and practices

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# Notes



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## Activity: Audience Analysis

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1. Brainstorm potential audiences.
2. Identify all possible audiences.
3. Fill in the Audience Analysis Worksheet.
4. Present the results.



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# Notes

# Audience Analysis Worksheet

## Directions

1. Consider the particular needs and interests of the audience assigned to your group. Discuss and answer the questions below as a group.
2. Select a member of your group to give a 1-2 minute summary of your discussion to the larger group.

Audience: \_\_\_\_\_

How will this audience use the Community Action Plan?

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What information in the Community Action Plan will interest this audience most?

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What key messages do we want to convey to this audience?

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What else do we know about this audience that might affect how they read the plan (time demands, lack of experience with statistics, etc.)?

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How can we present the information so that it is most useful to this audience and conveys the key message(s) identified above?

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### Organizing your information

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- Gather all data and worksheets used for collection and analysis.
- Designate a location for worksheets.
- Have copies of the Community Assessment Report and Resources Assessment Report on hand.

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# Notes

## Location of worksheets

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Worksheets	Location
Strategic Planning Worksheet	Module 2
Existing, Effective Resources Worksheet Implementation Costs Worksheet Resources, Skills and Time Issues Worksheet Social and Political Issues Worksheet	Module 3
Participant Outcomes Worksheet Implementation Outcomes Worksheet	Module 4
Systems-Change Strategies Worksheet	Module 6

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# Notes

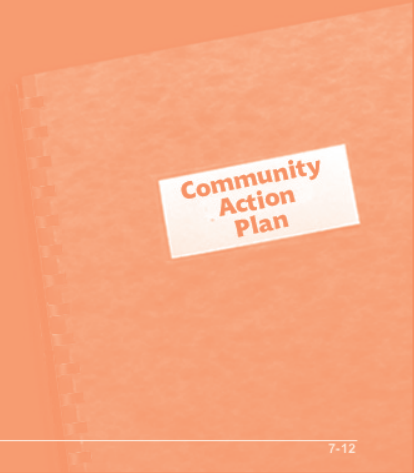


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## Plan organization

Communities That Care

- Cover page
- Executive summary
- Introduction
- Body
- Conclusions and recommendations
- Appendices



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# Notes



# Sample Outline

## Anytown County Community Action Plan Outline

### **I. Executive Summary**

### **II. Introduction**

#### **A. Purpose and use of the plan**

#### **B. Prevention science overview**

#### **C. Description of community involvement**

#### **D. Summary of community planning results**

1. How community-level outcomes were drafted
2. How programs were selected
3. How program-level outcomes were drafted
4. How systems-change strategies were identified

#### **E. How to use the plan**

### **III. The Community Action Plan**

#### **A. Community profile**

1. Data collection efforts
2. Prioritization process
3. Existing resources
4. Gaps, issues and barriers
5. Recommendations

#### **B. Community planning results**

1. Community-level outcomes
2. Selected programs, policies and practices
3. Program-level outcomes
4. Preliminary evaluation plans
5. Preliminary implementation plans and budgets

### **IV. Conclusions and recommendations**

#### **A. Summary of key findings**

#### **B. Recommendations for next steps**

### **V. Appendices**

#### **A. Acknowledgments**

#### **B. Supporting information**



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## Cover page

Communities That Care

- Title
- Prepared by
- Date
- Sponsoring agency
- Other relevant information

**Community Action Plan**  
**Anytown County,**  
**USA**

Prepared by:

Date:

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# Notes



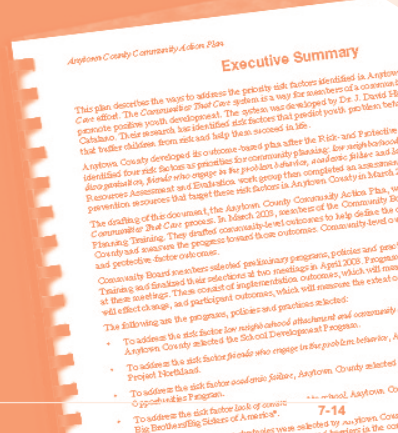
## Executive summary

Communities That Care

- Purpose and use of the plan
- How the information was collected and drafted
- Recommendations

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Community Planning Training



# Notes

# Sample Executive Summary

*Anytown County Community Action Plan*

*June 2003*

## Executive Summary

This plan describes the ways to address the priority risk factors identified in Anytown County's *Communities That Care* effort. The *Communities That Care* system is a way for members of a community to work together to promote positive youth development. The system was developed by Dr. J. David Hawkins and Dr. Richard F. Catalano. Their research has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life.

Anytown County developed its outcome-based plan after the Risk- and Protective-Factor Assessment work group identified four risk factors as priorities for community planning: *low neighborhood attachment and community disorganization, friends who engage in the problem behavior, academic failure and lack of commitment to school*. The Resources Assessment and Evaluation work group then completed an assessment of the youth-development and prevention resources that target these risk factors in Anytown County in March 2003.

The drafting of this document, the Anytown County Community Action Plan, was the next step in the *Communities That Care* process. In March 2003, members of the Community Board attended the Community Planning Training. They drafted community-level outcomes to help define the desired changes for Anytown County and measure the progress toward those outcomes. Community-level outcomes include behavior and risk- and protective-factor outcomes.

Community Board members selected preliminary programs, policies and practices at the Community Planning Training and finalized their selections at two meetings in April 2003. Program-level outcomes were also finalized at these meetings. These consist of implementation outcomes, which will measure the way in which the programs will effect change, and participant outcomes, which will measure the extent of the desired change.

The following are the programs, policies and practices selected:

- To address the risk factor *low neighborhood attachment and community disorganization*, Anytown County selected the School Development Program.
- To address the risk factor *friends who engage in the problem behavior*, Anytown County selected Project Northland.
- To address the risk factor *academic failure*, Anytown County selected the Quantum Opportunities Program.
- To address the risk factor *lack of commitment to school*, Anytown County selected the program Big Brothers/Big Sisters of America.

The following systems-change strategies were selected by Anytown County to help facilitate the implementation of the selected programs and address gaps, issues and barriers in the community:

- New funding streams will be found to help the expansion of tested, effective resources addressing the priority risk factors *academic failure* and *lack of commitment to school* to Anytown County's vocational schools.
- Anytown County will expand and enhance existing tested, effective resources that address the priority risk factor *friends who engage in the problem behavior* to reach a greater number of youth in Anytown County.

## Introduction

Communities That Care

- Purpose and use of the plan
- Prevention science overview
- Description of community involvement
- Summary of community planning results
  - How community-level outcomes were drafted
  - How programs were selected
  - How program-level outcomes were drafted
  - How systems-change strategies were identified
- How to use the plan

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# Notes

# Sample Introduction

*Anytown County Community Action Plan*

*June 2003*

## Introduction

### **Purpose and use of the plan**

Anytown County presents its 2003-2007 Community Action Plan. This plan describes the results of the work completed thus far in Anytown County's *Communities That Care* effort. It will describe the changes we want for our community, the programs, policies and practices that will be implemented to address the community's identified priority risk factors, and the outcomes that will measure the progress toward our community's vision.

Anytown County implemented the *Communities That Care* process to help achieve the community's vision that all young people in Anytown County grow up supported and nurtured by their families, schools and community, and become healthy adults who contribute positively to society.

### **Prevention science overview**

In the spring of 2002, Anytown County began implementing *Communities That Care* system. The *Communities That Care* system helps community members work together to efficiently and effectively promote positive youth development. The system was developed by Dr. J. David Hawkins and Dr. Richard F. Catalano of the Social Development Research Group at the University of Washington, Seattle. It is based on their research, which has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life.

### **Community involvement**

The Anytown County Community Board is comprised of community members from public and private institutions including local government, education, health, law enforcement, local business and private social services.

Key Leaders who have been involved in the *Communities That Care* process for Anytown County include the Anytown County Director of Human Resources; the Anytown County Assistant Director of Prevention; the Director of Anytown County Hospital; the Anytown County Sheriff; and the School Superintendent of the districts that serve youth in Anytown County.

There have been several organizations that have helped with the development of the *Communities That Care* process in Anytown County. The Anytown County Substance Control Coalition has donated resources for the programs that will be implemented; the Anytown County Hospital has provided the facilities for many of the *Communities That Care* training sessions; and the Keep Anytown Clean partnership has taken an active role in the planning process.

### **The community plan**

A key goal of the *Communities That Care* process is to develop a Community Action Plan that builds on the data-based assessment of a community's priorities, strengths and resources. This plan focuses on the priority risk factors and draws on community resources and strengths. It also addresses resource gaps, issues and barriers by recommending new tested, effective programs or systems-change strategies.

The Anytown County plan accomplishes this goal by identifying specific desired outcomes for each selected program, policy or practice; for the priority risk and protective factors on which the plan is focused; and for adolescent problem behaviors. It describes how each selected program, policy and practice will work to bring about desired changes in Anytown County's youth and presents preliminary recommendations for how these programs will be implemented in the community. Finally, it discusses systems-change strategies that will help with implementation.

## Sample Introduction cont'd

*Anytown County Community Action Plan*

*June 2003*

### ***How the information was collected and drafted***

Anytown County developed its outcome-based plan after the Risk- and Protective-Factor Assessment work group identified four risk factors as priorities for community planning: *low neighborhood attachment and community disorganization, friends who engage in the problem behavior, academic failure and lack of commitment to school.*

Anytown County first drafted community-level outcomes, which consist of behavior and risk- and protective-factor outcomes. Community Board members drafted these outcomes at the Community Planning Training and at two subsequent meetings in April 2003. Program selection also took place in April, with the Anytown County Community Board members selecting four programs to address the identified priority risk and protective factors.

Work was next focused on drafting program-level outcomes, which consist of implementation and participant outcomes. Implementation outcomes describe the way in which the programs effect change; participant outcomes describe the desired changes in knowledge, attitudes, skills or behaviors that the program will produce for participants. Community Board members drafted preliminary outcomes at the Community Planning Training and further refined these drafts at two subsequent meetings in April 2003.

Anytown County next discussed systems-change strategies at two meetings in May 2003. Preliminary systems-change strategies drafted in the Community Planning Training were evaluated and redrafted at these meetings by members of the Community Board, the Resources and Assessment Evaluation work group, various community resource agencies and law enforcement officials. The systems-change strategies were selected to address the findings of the assessment completed by the Resources and Assessment Evaluation work group in March 2003.

Various members of the Community Board drafted the plan in May 2003, presenting their finished work in June 2003.

### ***How to use the plan***

The Community Action Plan is intended to help guide participants at the Community Plan Implementation Training to develop implementation, evaluation and budgeting plans for the selected programs, policies and practices. Participants developing these plans should use this plan to develop:

- funding strategies by tying funding plans to outcomes and reevaluating funding priorities as outcomes are monitored
- implementation plans for the programs identified in the plan
- evaluation plans for programs by first monitoring the short-term program-level outcomes and then longer-term community-level outcomes.



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## Community profile



Communities That Care

- Community Assessment Report
  - data collection efforts
  - priority risk factors and prioritization process
- Resources Assessment Report
  - existing resources in the community
  - gaps, issues and barriers
  - recommendations

Community Planning Training

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# Notes



# Sample Page from the Community Profile

Anytown County Community Action Plan

June 2003

## Community Profile

### Data collection efforts

The Risk- and Protective-Factor Assessment work group collected and analyzed data on Anytown County. Then, with input from the community, they identified priority risk factors to address, as well as community strengths to build on. The Community Assessment Report details the results of this work.

The assessment was completed using the *Communities That Care Youth Survey* and archival data. The *Communities That Care Youth Survey* was administered to students in grades 6-12 in all schools in Anytown County in May of 2002. To get the most complete picture of our community, the Risk- and Protective-Factor Assessment work group also collected archival data from public records to measure risk factors and problem behaviors not covered by the survey.

### Prioritization process

Based on the analysis of the data and input from the community, the following risk factors were identified as priorities for community attention:

- *Low Neighborhood Attachment and Community Disorganization*
- *Friends Who Engage in the Problem Behavior*
- *Academic Failure*
- *Lack of Commitment to School.*

These risk factors were selected as priorities for prevention action primarily because data indicated that they are significantly elevated throughout Anytown County.

### Existing resources

Based on the assessment information, the Resources Assessment and Evaluation work group reported that:

- There are tested, effective resources in Anytown County working to address the priority risk factors *academic failure* and *lack of commitment to school*.
- There are several resources in Anytown County that address the risk factor *friends who engage in the problem behavior*.

### Gaps, issues and barriers

The work group also reported that:

- Most tested, effective resources addressing the priority risk factors *academic failure* and *lack of commitment to school* do not reach students who attend vocational schools.
- Some resources addressing the risk factor *friends who engage in the problem behavior* have not been evaluated for evidence of effectiveness. Many of the tested, effective resources are unavailable or inaccessible to youth in the rural areas. Furthermore, tested, effective resources fail to serve Spanish-speaking youth.

### Recommendations

Based on the results of the community assessment, the work group recommended that:

- Tested, effective resources addressing *academic failure* and *lack of commitment to school* be expanded to Anytown County's vocational schools, or that new tested, effective programs, policies or practices be implemented to fill this gap.
- Board members develop plans to supplement untested resources with tested, effective programs, policies and practices. Furthermore, board members should consider ways to expand or enhance the existing tested, effective resources to reach a greater number of Anytown County's youth.
- The Community Action Plan include proposals to implement tested, effective programs to address the priority risk factor *low neighborhood attachment and community disorganization*. There are no tested, effective resources currently addressing this risk factor.



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### Community planning results



Communities That Care

- Community-level outcomes
- Selected programs, policies and practices
- Program-level outcomes
- Possible systems-change strategies
- Preliminary evaluation plans
- Preliminary implementation plans and budgets

Community Planning Training

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# Notes

# Sample Page from the Body of a Plan

*Anytown County Community Action Plan*

*June 2003*

## Community Planning Results

### **Community-level outcomes**

Anytown County developed outcomes for the following identified risk factors:

- *Low neighborhood attachment and community disorganization*
- *Friends who engage in the problem behavior*
- *Academic failure*
- *Lack of commitment to school*

### **Risk factor: Lack of commitment to school**

Behavior outcomes are meant to identify the changes that need to be made in behaviors to reach the Anytown County community vision. The outcomes will help measure changes in the problem behavior of delinquency. The following behavior outcomes were drafted to help identify the changes that need to be made:

- To decrease school delinquency as measured by 7th- through 12th-grade students reporting getting suspended in the past year on the *Communities That Care Youth Survey* from the current baseline of 11.3% to 9% by 2007.
- To decrease school delinquency as measured by 7th- through 12th-grade students reporting being drunk or high at school in the past year on the *Communities That Care Youth Survey* from the current baseline of 15.8% to 10% by 2007.

Risk-factor outcomes are meant to identify the changes Anytown County needs to make in its priority risk factors to achieve the previously described behavior changes. The following risk-factor outcome was developed to describe this desired change:

- To decrease *lack of commitment to school* as measured by 7th- through 12th-grade students reporting a lack of commitment to school on the *Communities That Care Youth Survey* from a current baseline risk-factor scale score of 55 to below the normative database score of 50 by 2007.

Protective-factor outcomes specify the desired changes Anytown County wants to make in protective factors, based on the community assessment. The following protective-factor outcome was drafted for the protective factor *school rewards for prosocial involvement*:

- To increase *school rewards for prosocial involvement* as measured by 7th- through 12th-grade students reporting school rewards for prosocial involvement on the *Communities That Care Youth Survey* from the current baseline protective-factor scale score of 41 to the normative database score of 50 by 2007.

### **Selected programs, policies and practices**

To address the risk factor *lack of commitment to school*, Anytown County selected the program Big Brothers/Big Sisters of America. Several factors made this selection sensible:

- risk factors addressed by the program
- costs
- resources included with the program
- current tested, effective resources in Anytown County that will facilitate implementation of the program.

# Sample Page from the Body of a Plan cont'd.

*Anytown County Community Action Plan*

*June 2003*

## **Community Planning Results (cont'd)**

### ***Selected programs, policies and practices (cont'd)***

Big Brothers/Big Sisters of America is a structured mentoring program typically targeting youth ages 6 to 18 from single-parent homes. The core of the program is the matching of a mentor and youth for one-on-one interaction. Mentoring takes place three to five hours a week over the course of a year or longer. Specific goals and activities are defined at the beginning of each relationship with the assistance of a case manager.

There is a rigorous screening process for volunteers who wish to become mentors. This process includes a written application, a background check, an extensive interview and an extensive home assessment. Youth assessment includes a written application, interviews with the youth and parent/guardian, and a home assessment. The assessment process helps to ensure the creation of a mutually satisfying relationship between mentor and youth.

### ***Program-level outcomes***

The following participant outcomes were drafted for the Big Brothers/Big Sisters of America program:

- Significantly improve youth's academic achievement in the first year as measured by first and fourth quarter grades.
- Significantly decrease youth's initiation of alcohol, tobacco and other drug use as measured by pre- and post-test surveys of participating youth.

The following implementation outcome was drafted for the Big Brothers/Big Sisters of America program:

- Trusted mentors will spend, over a one year period, three to five hours a week engaging in one-on-one activities to be determined by a case manager on a case-by-case basis to 34 Anytown County youth.

### ***Preliminary evaluation plans***

Evaluation of the Big Brothers/Big Sisters of America program will be used to report the program's achievements to Anytown County's community members and funders. Implementation outcomes will be measured by the Big Brothers/Big Sisters of America case manager who will record attendance, hours logged and activities to ensure program implementation fidelity.

Participant outcomes will be evaluated using pre- and post-testing of identified behaviors. A pre-test will be administered before program implementation, then three months and one year after the completion of the program. Data collection and statistical analysis will be conducted by an outside evaluator from Anytown County University. Evaluation costs will be determined by the Funding work group at a later date.

### ***Preliminary implementation plans and budgets***

Big Brothers/Big Sisters of America will begin in September 2003 in all area school districts in Anytown County. The Big Brothers/Big Sisters of America case manager will determine the scheduling of mentoring sessions.

Preliminary implementation costs for Big Brothers/Big Sisters of America were worked out in May 2003 by the Anytown County Treasury Office, which concluded that program implementation would total \$34,000 for the first year (\$1,000 for making and supporting a match for each of the 34 youth in Anytown County who have been identified for this program).

## Communities That Care

- Summary of key findings
- Recommendations for next steps



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# Sample Conclusion

*Anytown County Community Action Plan*

*June 2003*

## Conclusion and Recommendations

### **Summary of key findings**

The following are previous key findings that have importance to the Anytown County Community Action Plan:

- Anytown County has identified the following priority risk factors for the community: *low neighborhood attachment and community disorganization, friends who engage in the problem behavior, academic failure and lack of commitment to school.*

The following are the key findings of the Anytown County Community Action Plan:

- To address the risk factor *low neighborhood attachment and community disorganization*, Anytown County selected the School Development Program.
- To address the risk factor *friends who engage in the problem behavior*, Anytown County selected Project Northland.
- To address the risk factor *academic failure*, Anytown County selected the Quantum Opportunities Program.
- To address the risk factor *lack of commitment to school*, Anytown County selected the program Big Brothers/Big Sisters of America.

The following systems-change strategies were selected by Anytown County to help facilitate the implementation of the selected programs and address gaps, issues and barriers in the community:

- New funding streams will be found to help the expansion of tested, effective resources addressing the priority risk factors *academic failure* and *lack of commitment to school* to Anytown County's vocational schools.
- Anytown County will expand and enhance existing tested, effective resources that address the priority risk factor *friends who engage in the problem behavior* to reach a greater number of youth in Anytown County and help with the implementation of Project Northland.

### **Recommendations for next steps**

The following are recommendations for next steps that need to be taken by those responsible for implementing, budgeting and evaluating programs in Phase Five of the *Communities That Care* effort:

- Recruit a case manager to monitor the Big Brothers/Big Sisters of America program.
- Recruit volunteer mentors for the Big Brothers/Big Sisters of America program.
- Recruit an outside expert evaluator for Project Northland.
- Further investigate the need for an outside expert evaluator for the Quantum Opportunities Program.
- Identify future sources of funding, including local, state and federal funding streams and local, state and federal grants.
- Schedule program trainings for community staff who will be administering the School Development Program and Project Northland.



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[illegible]



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## Distributing the plan

Communities That Care

Audience	Use	Format
Key Leaders	Approval and buy-in	Executive summary
General public	Awareness	Press release/ press conference (highlights)
Community Board	Community Implementation Planning Training	Detailed information
Service providers	Implementation and evaluation, funding and grant proposals	Detailed information

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# Notes



## Educating the community

### Key Leaders

- Executive summary
- Briefing

### Community members

- Media relations
- Community forums

### Service providers and other agencies

- Community forums

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## Community Action Plan Anytown County, USA

Prepared by:

Date:



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# Notes



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### Creating a work plan

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- Determine target audience.
- Determine the content and format.
- Prepare the plan.
- Present results to Key Leaders.
- Distribute the plan to other target audiences.
- Plan media relations and community events.

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# Notes

# Work Plan

Action	By when?	By whom?
Confirm target audiences and uses of the plan.		
Determine the content and format of the plan.		
Prepare the plan.		
Present results to Key Leaders.		
Distribute the plan to other target audiences.		
Plan media relations and community events.		



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## Phase Four: Creating a Community Action Plan

Communities That Care

### Community Planning Training Day Two: Program Planning

#### Module 5 Understanding Program-Level Evaluation

Milestone: Develop an evaluation plan

#### Module 6 Identifying Systems-Change Strategies

Milestone: Develop implementation plans for each program, policy or practice selected

#### Module 7 Drafting a Community Action Plan

Milestone: Develop a written Community Action Plan

#### Module 8 Next Steps

Milestone: The community is ready to move to Phase Five: Implementing and Evaluating the Community Action Plan



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# Notes